

# THE LEGACY-FACTOR: TOWARDS CONCEPTUAL CLARIFICATION IN THE SPORT EVENT CONTEXT

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## Abstract

Public policy planners and event organisers are increasingly promoting potential economic, tourism, social, and/or environmental legacies to justify significant investments required to host special events. Within the context of special events, legacy is recognised as the long-term outcomes for a host city from staging an event (Hiller, 2003; Preuss, 2007). The notion of legacy has emerged in the events field surrounding the strategic use of events in achieving outcomes for host cities. However, this is complicated by inconsistent conceptualisations of legacy across academic and industry practice.

This paper puts forth a comprehensive review of current legacy definitions, from 1991-2008, drawing on event management, sport management, and urban planning contexts. An inductive iterative analysis of definitions was undertaken, in which key themes were identified and definitions assessed against these. While numerous definitions were reviewed, it was concluded that none adequately clarify what legacy entails for strategic management application.

The major contribution that the paper makes through definitional review, is to identify the key elements of legacy for application to strategic sport event management. In doing so, this paper contributes to both theoretical debate and strategic practice surrounding the emergence of 'legacy' as justification for staging sport events. The authors argue that for legacy to continue as a major policy justification, clarity of legacy conceptualisation must be developed. The paper concludes by suggesting further research surrounding the notion of legacy in the sport event context.

## Key words

*Legacy; Sport Events; Strategic Management; Event policy*

## INTRODUCTION

Public policy planners and event organisers are increasingly promoting potential economic, tourism, social, and/or environmental legacies to justify significant public investments required to host special events. Many studies of sport events have presented economic impact evaluations, which have found that in the short-term, the events have not necessarily provided the positive economic outcomes as originally anticipated (Crompton, 1995; Crompton & McKay, 1994). Researchers and policy makers have thus called for a longer-term focus on a holistic evaluation of economic, social and environmental outcomes, suggesting that real and justifiable economic returns cannot be realised around the short-term event life cycle.

Over the last two decades, the notion of event *legacies* has emerged as the rationalisation behind this longer-term focus (Bianchi, 2003; McIntosh, 2003). Allen, O'Toole, Harris and McDonnell (2008) argue the increased importance of legacy within the event management context, noting that “for some events, particularly large-scale public events, the issue of legacy has become central to the decision to host or create them” (p.115). However, this legacy justification is complicated by an inconsistency of conceptualisations of legacy across academic and industry practice (Moragas, 2003). Available legacy literature outlines the problems involved with defining legacy as “a matter of debate and controversy” (Essex & Chalkley 2003, p.95). Legacy is regarded as multifaceted (Chalip 2003), multidimensional (McCloy, 2003; Moragas, Kennett, & Puig, 2003), and elusive (Cashman 2003).

However, if this is so, how can the concept and its inherent benefits continue to be promoted as a policy justification? This paper contributes to both theoretical debate and strategic practice surrounding the emergence of ‘legacy’ as justification for staging sport events through definitional review and identification of key considerations of legacy for application to strategic sport event management.

## **METHODOLOGY AND RESULTS:**

The following section provides a review of contemporary definitions of legacy within the sport event context, through which an understanding of the broad conceptualisation of legacy is achieved. These definitions come from the broad tourism, events, sports and urban planning literature and are presented in chronological order.

This definitional review is the result of undertaking an inductive iterative analysis of current legacy definitions. From a broad review of the literature, articles that featured a definition of legacy were focused upon for an in-depth analysis of the key considerations inherent to legacy within a sport event context. 14 articles were identified over a period from 1991-2007. Preliminary reviews of the definitions led to the construction of a matrix, which identified the main themes used in the definitions to conceptualise legacy. Five key elements of legacy were identified, and are summarised as:

1. Terminology - use of ‘legacy’ as opposed to another term;
2. Legacy as automatically bestowed or needing to be planned;
3. Temporal nature of legacy - permanent or long-term;
4. Legacy as positive and/or negative; and
5. Legacy as a local and global concept.

Each of the 14 definitions was analysed within the matrix and assessed against these five key elements, the results of which are summarised in a definitional matrix, presented in Table 1 below. The first column lists the author and year of the article publication. The second column indicates the paradigm or context of the author’s approach to defining sport event legacy. The remaining five columns present the main themes identified in the definitional review.

**TABLE 1 LEGACY DEFINITIONS MATRIX**

<b>Author &amp; Year</b>	<b>Paradigm/Context</b>	<b>Terminology</b>	<b>Legacy as: Planned or Bestowed</b>	<b>Legacy as: Long-term or Permanent</b>	<b>Legacy as: Positive and/or Negative</b>	<b>Legacy as Local and Global</b>
(Getz, 1991)	Tourism - economic and infrastructure focus	Legacy	Bestowed	Permanent	+ve & -ve	-
(Hiller, 2000)	Urban sociology	Outcomes	Planned; Integrated	Long term; Permanent	+ve & -ve	Local & Global; Local planning & development spread
(Moragas et al., 2003)	Olympic Symposium conclusion	Legacy	-	-	-	Local & Global
(Barney, 2003)	Micro-economic	Legacy	-	Long term; Past, present & future	‘Something of value’ +ve	Local & Global; Multi-layered
(Chappelet, 2003)	Broad view, Winter Olympics, comparison to Summer Games	Legacy	Planned	Long-term	+ve & less +ve	Local & Global; Local, region & country; Contextual
(Essex & Chalkley, 2003)	Urban planning; Infrastructural focus, both summer and winter Olympics	Legacy	Planned; Integrated	Long-term	+ve & -ve	Local & Global’ OCOG vs City goals
(Kidd, 2003)	Sports development perspective	Legacy	Planned	Long-term; Permanent; ‘Lasting’	-	Local & Global
(McCloy, 2003)	Sports Development perspective; Facilities focus	Legacy	Planned	Long-term	+ve	Local & Global; Host cities & ‘host regions’

Author & Year	Paradigm/Context	Terminology	Legacy as: Planned or Bestowed	Legacy as: Long-term or Permanent	Legacy as: Positive and/or Negative	Legacy as Local and Global
(Chalip, 2003)	Tourism	Legacy	Planned; 'Leveraged'	Short term & Long term; Before and after	+ve	Local & Global; Host city, region & country
(Preuss, 2003)	Economic	Legacy	-	Long term; Permanent & Transitory	'all effects' +ve & -ve	Local & Global
(Roche, 2003)	Olympic Games	Legacy	Potential	Future & past	-	Local & Global; 'Glocal'
(Getz, 2005)	Tourism - Economic & infrastructure focus	Legacy	Planned	Permanent	-	-
(Preuss, 2007)	Economics	Structure	Planned & unplanned	Permanent	+ve & -ve	Local, Region & Nation

The articles are now assessed in turn

## 1991-2000

Getz's (1991) exploration of events and their legacies is largely based in a tourism paradigm. Getz outlines that "part of the justification for enormous capital investment in events is the promise of legacy for the host community or nation" (p.30). He does not commit to a definition of legacy, but generally includes legacy areas such as: 'Profits and Investments'; 'Social and Cultural Legacies'; and 'A Legitimate Payback for Grants' (p.30-31). Within the glossary, Getz includes a definition of legacy to be:

"The physical, financial, psychological, or social benefits that are permanently bestowed on a community or region by virtue of hosting an event. The term can also be used to describe negative impact, such as debt, displacement of people, pollution, and so on" (p.340)

Getz focuses on the tourism legacies with an essential focus on economic outcomes from tourism development including infrastructural and physical improvements or

additions. He acknowledges that there may be both positive and negative outcomes, and suggests that by hosting an event, a community will experience legacies as permanent and bestowed, or automatic. However, this early definition lacks consideration across many of the other matrix cells compiled through the iterative analysis.

Hiller (2000) argues from an urban sociology perspective that event-related development must be incorporated within localised urban planning with a long-term focus rather than as a one-off occurrence. Within his discussion he outlines the possible benefits and costs that the hosting of a sport event may offer a city in terms of urban development. Hiller (2000) prefers to use the term 'outcomes' instead of legacies, and defines this as:

“permanent improvements to the built environment. Social improvements, of course, may benefit some people more than others” (p. 195).

Hiller outlines negatives through associated costs instilled by urban development, such as displacement of people living in localities earmarked for gentrification. He also notes the need to plan for legacies, and the permanent nature of legacy

## **2003**

A significant contribution to legacy literature was the publication of Symposium papers from “The Legacy of the Olympic Games 1984-2000 International Symposium Lausanne 2002”. The Symposium conclusion inferred that the multidimensional nature of legacy evaded a clear definition, instead romanticising the notion that Olympic legacy is both a local and global phenomenon. As Moragas et al. (Moragas et al., 2003, p. 495) explain, “it seems clear that the legacy of the Games is not exclusively the property of the former Olympic host cities: rather it should be understood in global and universal terms as the legacy of the Olympic Games”. Although dealing with the local and global concept of legacy, this definition did not fulfil any other cells in the definitional matrix.

Barney (2003) considers the symbolic capital of the Olympics that has influenced the financial viability of the Olympic Movement since the 1980s as a legacy. He outlines the five-ring symbol as concretising legacies through economic potential as well as symbolism, and also discusses television and the increased corporatisation of the Games pursuit of advertising dollars. Barney (2003) describes legacy to be:

“something received from the past, most often of value to the present, and, indeed, most certainly to the future” (p. 43), and “something to build on for the future” (p. 45).

Whilst Barney's perspective is narrowly focused, the definition adds a temporal dimension to the concept of legacy. This is presented through an understanding that legacy is built through the event lifecycle, before, during and after events, and is not something that is automatically bestowed at the end of an event.

Chappelet (2003) focuses on legacies from the Winter Olympics, outlining that the nature of two editions of the Games requires very different planning and resources,

and that each event context offers very different long-term impacts for host communities. Chappelet defines legacy in the case of the Winter Games as;

“a long-term impact on the Olympic city and its nearby region and possibly on the host country. Although the term “legacy” has positive connotations, the value of an impact can be both favourable and less so” (p. 55).

Chappelet’s definition was the first to address all cells in the definitional matrix, recognising the nature of legacy as planned, long-term, having both positive and less positive outcomes, and existing as a local and global phenomenon.

Essex and Chalkley (2003) also discuss legacy from an urban planning perspective. They caution against common overstatements of legacy outcomes and attribution issues associated with the Games accelerating urban development, rather than instigating it. Essex and Chalkley (2003) consider the possibilities of realising both positive and negative legacies. Consistent with Hiller (2000), they argue that the successful urban developments surrounding Olympic Games have been those which are long-term and embedded in the needs of the host city. Essex and Chalkley (2003) define legacy to be:

“any development that was created as part of the preparations for staging the Olympic Games, even if there is evidence that the development may have emerged in the fullness of time irrespective of the event” (p.95)

Essex and Chalkley’s definition addresses all cells in the definitional matrix and contributes to an understanding of the local and global concept. This is achieved through outlining the need to balance organising committees’ goals and long-term host city goals for both successful Games staging and realisation of urban development legacies.

Kidd (2003) presents a sport development perspective for legacy. He criticises existing approaches to sport development which focus on infrastructural legacies as opposed to social legacies of sport development. Kidd suggests that the *Olympic* legacy has been:

“a lasting legacy of new opportunities for participation, and stirring examples of human achievement, inspiring wider and wider circles of men, women and children to train, clubs to be formed, and public and private sporting investments to be made” (p.135).

This definition addresses most cells in the definitional matrix, and emphasises the notion of planning, although in a different context to the previous definitions. Kidd argues that not enough attention has been given to maximising sporting legacies, as infrastructural legacies have had the greatest focus.

McCloy (2003) supports Kidd’s notion of sporting legacies, through an infrastructure and facilities focus. McCloy outlines that although an event is short in duration, it has significant impacts across a host region. He argues that facilities provision should be embedded in local communities and regions to ensure the legacies of sport development and recreation are maximised. McCloy defines legacy as:

“a post-Games long-term well-planned usage of sporting facilities that can positively impact on the health and well-being of citizens in the Olympic host region” (p.155).

McCloy states only that legacies are positive, and does not refer to negative outcomes. This definition also recognises legacy as being realised only post-Games, rather than existing throughout the event lifecycle. McCloy’s definition also provides further strength to the local and global concept with the use of region-specific infrastructure development for legacy outcomes.

Chalip’s (2003) definition of legacy has a tourism focus:

“the tourism legacy of an Olympic Games is multi-faceted and widely based. Its effects are both short-term and long lasting. It encompasses visitation to the host city and country for many years before and after the Games. It is a legacy whose benefits reach beyond the host city to the host region and country. Indeed, its benefits go beyond sport. It represents more than an economic gain; it can provide a substantial increase in social capital. For these reasons, Olympic hosts can benefit greatly from a well-planned and well-coordinated tourism leveraging strategy” (p.204).

Although Chalip does not refer to the potential negative outcomes in this definition, there is an emphasis placed on planning and implementing leveraging strategies in accordance with the event that will maximise the tourism legacy outcomes locally, regionally and nationally. This planning emphasis is consistent with Hiller (2000) and Essex and Chalkley’s (2003) definitions.

Preuss (2003) views legacy from an economic perspective and defines economic legacies to be:

“all economic effects that are related to the Olympic Games after the closing ceremonies that would not have occurred without the Games. The transitory benefits have to be distinguished from the permanent benefits. The most famous transitory benefit is the “economic impact” which occurs through investments in infrastructure and tourist expenditure during the Olympic Games” (p.244)

Preuss’s definition does not address notions of planning, but does identify the dynamic impacts from the sport event, being both short-term or ‘transitory’ benefits, and longer-term outcomes. This is an important contribution to outline the temporal dynamics of economic impact surrounding the event, and the longer term impacts or legacies. Preuss’s notion of ‘permanency’ is outlined, and is consistent with the permanent nature of legacies as discussed by Hiller (2000).

Roche (2003) presented a discussion of Olympic Games, global civility and postmodernity, defining legacy as:

“future-oriented as well as past-oriented, and which attempts to recognise the adaptive potential as well as the traditional-conserving potential of the Olympic Movement” (p.302).

Similarly to Barney (2003) and Chalip's (2003) work, Roche recognises the temporal element of legacy as not just occurring post-Games. While not referring to the positive or negative nature of legacy, he outlines the local nature of the Games (city not nation) and the relationship with globalisation, contributing to an understanding of legacy as 'glocal'. Roche refers to the Olympic legacy by way of its significance in acting as a catalyst for change within a host city, whilst the Olympic Movement continues to instil Olympic values and traditions.

## **2005-2007**

Getz (2005) built on his 1991 definition to include the notion of 'leveraging' benefits to create a legacy in a number of areas including:

"nontourism benefits (e.g., business and trade), promoting the destination (branding, image enhancement, media management), and developing a permanent legacy (money, facilities, other infrastructure, enhanced capabilities, etc.)" (p.144).

This definition does not address the notions of positive or negative legacies, or notions of local and global effects, and maintains the notion of permanency from his earlier definition. However, Getz (2005) now recognises the importance of planning to achieve legacies.

Preuss (2007) in his more recent work, attempts to refine the definition of legacy as:

"Irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself" (2007; p.211).

Further, Preuss indicates that these dimensions of legacy may operate locally, regionally and nationally. He put forward this definition in an attempt to provide a more comprehensive definition for application to sport management. Whilst the definition does address all cells in the definitional matrix, Preuss moves away from the use of the term legacy, and instead, prefers the term 'structure'.

## **DISCUSSION: KEY CONSIDERATIONS OF LEGACY**

The analysis of current legacy definitions, as reported above and portrayed in the definitional matrix, helps provide an understanding of the key considerations that are inherent to legacy within a sport event context.

Whilst the definitions reviewed in the previous section have provided the basis to identify the key considerations of legacy, in this section, broader events literature is reviewed to provide an in-depth understanding of each of the five identified characteristics. First, the issue of terminology is discussed, focusing on use of the term 'legacy', as opposed to other terminology such as 'impact'. Second, a discussion is presented addressing the need for strategic legacy planning as opposed to legacies being 'bestowed'. Third, the temporal dimensions of legacy are explored, considering the 'long-term', 'sustained' or 'permanent' nature of legacies. Fourth, the positive and negative outcomes of legacy are presented. Finally, the local and global



dimensions of legacy are explored, with consideration of the many levels at which legacy exists.

## **1. Terminology**

As has been discussed in the definitional review and indicated in the definitional matrix, while the majority of authors use the term 'legacy', Hiller (2000) prefers the term 'outcome' and Preuss (2007) prefers 'structure' when conceptualising 'legacy'. Cashman (2003) has put forward several arguments regarding the inadequacy of the term 'legacy'. First, there are different meanings of the concept in the English language. As Cashman (2003) explains, English definitions of legacy allude to anything that is left over from an event. Second, there is an absence of a direct translation in European languages and problematic translation to non-European languages (Cashman, 2003). This is important due to the international nature of events, and the associated need for universally understood terminology for strategic management and policy development and evaluation.

In line with Cashman's (2003) argument, Preuss (2007) also believes that generic definitions are not suited to how the term 'legacy' is used in the sport event context. Preuss (2007) highlights three key assumptions of the generic definition of legacy, which assumes that: 1). legacy is something owned; 2). legacy is something passed on by will; and 3). legacy is inherently positive. By addressing each of these three definitional assumptions, Preuss goes on to offer reasons why these do not translate to a sport event context. First, the assumption that legacies are owned is disputed, given that the legacies from sporting events are often not owned by any particular entity, but instead exist as a public good. For example, public amenities, infrastructure and the psychic capital of the city's residents are non-rival and non-excludable, meaning everyone has the opportunity to enjoy the legacy. Second, within the sport event context, negative legacies, such as inefficient sporting arenas often exist, and were not intended to be left by will. This also supports critique of the third assumption, which sees legacies as inherently positive, when in fact, in the sport event context, there are often negative legacies left behind.

While there are valid arguments as to why a term other than legacy could be used, as Cashman (2003) has previously argued, to avoid using the term legacy is problematic considering the wide usage and acceptance that the term legacy now has in both academic and industry arenas.

## **2. Legacy as bestowed or planned**

A theme that was evident through the definitional review was whether authors referred to legacies as bestowed (Getz, 1991), or planned (Chalip, 2003; Essex & Chalkley, 2003; Preuss, 2007). Those who view legacies as bestowed consider legacies to be automatic endowments for the city as a result of simply hosting a sport event. The assumption of bestowed legacies may be accurate to a certain extent. For example, a sport event that requires infrastructure and attracts tourists will likely leave a legacy of sporting facilities and urban infrastructure, and some degree of enhanced tourism industries (Carvalhedeo, 2003; Castellani, 2003; Westerbeek, Turner, & Ingerson, 2002).

However, the staging of a sport event does not guarantee that a city or region will automatically experience positive legacies (Garcia, 2003; Heinemann, 2003; Spilling, 1996). For example, many cities have been left with significant debts from infrastructure costs, and some infrastructures have not continued to be used for the public good due to the cost of maintenance (Gold & Gold, 2007). In these instances, to ensure legacies are positive and not negative, they need to be strategically planned (Chalip, 2003; Essex & Chalkley, 2003; Preuss, 2007).

Unfortunately, recent studies reveal that planners focus more so on staging Games, and then legacy considerations follow (Cashman, 2003; Guala & Scamuzzi, 2003). As Castellani (2003) outlines, “without a clear vision and firm strategy of implementation, the results could be erratic or even negative with budget deficits and poor outcomes” (p.419). Instead, what is needed is to realise that sport events are not a means to an ends (Chalip, 2004, 2006). Many authors argue that planning for an event needs to be embedded in the broader plans of the host city and communities (Carvalho, 2003; Dansero, Segre, & Mela, 2003; Essex & Chalkley, 2003; Gardiner & Chalip, 2006; Hiller, 2000; Masterman, 2003; Preuss, 2007). This integration and strategic use of events enables the event to be leveraged for broader economic, social or environmental objectives that stakeholders hope to achieve as event legacies (Chalip, 2003, 2004, 2006; Getz, 2005; Spilling, 1996).

### **3. Temporal nature of legacy**

Throughout the definitional review there was found to be limited consensus regarding the temporal dimension of legacy. Some authors described the temporal dimension of legacy using labels such as long-term, permanent, or lasting (Getz, 1991, 2005; Hiller, 2000; Kidd, 2003; Preuss, 2007), while others described legacies as existing before, during and after an event, either in the short-term or long-term (Barney, 2003; Chalip, 2003; Preuss, 2003).

The nature of legacies as a permanent outcome for host cities and their regions is suggested by a number of authors (Getz, 1991, 2005; Hiller, 2000; Kidd, 2003; Preuss, 2007). Typically, these authors argue legacy from an economic, tourism or urban development perspective, in which the infrastructure legacies of sport events, such as permanent facilities and amenities, tend to be the focus of legacy. However, caution must be taken when referring to the permanency of legacies from hosting a sport event. In the sport event context, there are cases where existing infrastructure is under utilised and commonly referred to as a white elephant. Also, a trend that is increasingly common, is the use of temporary infrastructure as a significant contributor to venue management practices for staging sport events (Taylor & Edmondson, 2007), as was recently observed in the Beijing Olympics (Hall & Callick, 2008). Thus the notion of permanent legacies will not necessarily apply to all types of legacies that are potentially gained by hosting sport events.

The importance of clarifying the temporal dimension of legacy is consistent with the strategic management application of the concept of legacy to the sport event context. In particular, understanding of the temporal dimension of legacy is critical in setting boundaries and time lines for evaluation, and to be able to attribute certain legacy outcomes to an event.

#### **4. Legacy as positive and/or negative**

The fourth key consideration is the positive and negative potential of legacies. This consideration is understood through the varied legacies that a city or region and its population may experience. There is an acknowledgement that outcomes may not always be positive, and that there are many examples of negative legacies from hosting sport events. It is important to address this consideration of legacy as poor planning may result in a host city or region experiencing the negative fall out from an event for many years after, including financial implications, environmental impacts, and social impacts.

To manage the positive/negative legacy consideration, there is a need to maximise positive and limit negative outcomes for sport event legacies, as has been previously highlighted in this discussion (Dubé, Hug, & Griethuysen, 2003; Preuss, 2007). However, planning to maximise positive outcomes and limit negative outcomes is complicated by the fact that the legacies may be subject to perception, and that two stakeholders may take very different view points on the same legacy outcome. As an example, from one perspective, policy makers and business elites may perceive a rejuvenated public space and business precinct as a positive legacy. Yet, from another perspective, there may be lower socio-economic groups who become displaced from their homes and communities as a result of rezoning legislation, increased land values and rental prices (Garcia, 2003; Searle, 2003).

#### **5. Legacy as local and global**

The definitional review found an important consideration to be the local and global concept of legacy. The literature revealed a contextual and dynamic nature of sport events, reflecting a relationship between local and global interests. The definitions reviewed indicated that a range of legacies can potentially be achieved for the host city, region and country through the hosting of a sport event. As Roche (2003) explains, given that a sporting event is awarded to a host city, and not a host country, in turn, the host city becomes almost a 'world city'. Roche coined the term 'glocal' to describe the nature of contemporary sport events, where they operate on various levels, within a local community as well as in the global community. This so, there is consistently significant expectation that a city-based event can be leveraged so that the city, region and nation can experience long-term benefits, including those related to sport (McCloy 2003) and tourism (Chalip 2003).

In addition to identifying the continuum of legacies achievable for the host city, region and country, the literature also suggests that legacies can be conceptualised differently depending on the stakeholders, be it the host city, or the organisations that govern the rights to a particular sport event. Each stakeholder has different purposes and interests in staging the event and different expectations as to what will constitute their legacy. The challenge of the local and global concept is to balance the differing objectives so that all stakeholders maximise their positive outcomes and limit negatives outcomes.

As a key consideration of legacy, it is critical to balance the local and global dynamic of sport events. A strategic approach is necessary to ensure that legacies can be realised not only for the host city, but the wider region and nation. There also needs

to be recognition that while each event stakeholder has its own agenda, they need to work cooperatively to achieve the desired legacy outcomes.

## **CONCLUSIONS AND IMPLICATIONS:**

This paper has reviewed 14 definitions of legacy and identified through iterative analysis, five key considerations of legacy with the purpose of critically analysing current conceptualisations. While there has been an increase in the use of legacy as a justification for intervention in sport events, this review demonstrates that a limited consensus exists around the conceptualisation of legacy. It is important that a strategic management approach is taken to legacy promises and planning, as there remains a certain sense of ambiguity around the term, for example, what it means to various stakeholders and what are management implications for legacy planning and evaluation.

The first key consideration of using the term ‘legacy’ as opposed to other terminology is an important factor in this growing area of sport event management. As authors have argued, it is important that common terminology and conceptual understanding is established (Cashman, 2003; Getz, 2002; Preuss, 2007).

The second key consideration of legacy as bestowed or planned is important, and is an area that has received a significant amount of attention in recent years. The majority of authors would argue that legacies cannot be left to chance, with an anticipation of bestowal, but rather that leveraging strategies need to be put in place around the event to ensure the desired outcomes are achieved.

The third key consideration was the temporal dimension of legacy, and the need for boundaries to be set within the specific event or organisational context to allow strategic planning, implementation and evaluation to be carried out.

The fourth key consideration discussed was the need to acknowledge the positive and negative nature of legacies, with a view to maximise positive, and limit negative legacy outcomes. In doing so, it also needs to be realised that the legacies may be subject to perception, and that two stakeholders may take very different view points on the same legacy outcome.

The fifth key consideration was the local and global concept of legacy. Once again, this consideration reveals the importance of defining and bounding legacies within their context in order to establish strategic frameworks, considering what each of the stakeholders wants to achieve and setting down strategies to balance objectives and maximise outcomes.

There is a definite need for further research and conceptual development in the area of legacy management for special events, and sport events specifically. As the literature has argued, legacy has evaded strategic management applications through romanticised notions of the elusive nature of legacy. However, as other authors have argued, there is a need for defining, planning and evaluating legacy within specific contexts due to the significant investments of public funds (Chalip, 2004; Hiller, 2000; Preuss, 2007).

The authors argue that for legacy to continue as a major policy justification, clarity of legacy conceptualisation must be further developed. Furthermore, the authors will look to build on this current contribution by empirically testing these five considerations on a number of sport events, and analysing how conceptualisation, planning, and measurement of legacy is being approached from a policy and strategic management sense. This will lead to a secondary outcome of developing a definition for legacy based on this preliminary review and the further empirical analysis.

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# THE INTERNATIONAL EVENT MANAGEMENT SUMMIT CONFERENCE PROCEEDINGS



## **INCORPORATING:**

**FIFTH INTERNATIONAL EVENT MANAGEMENT RESEARCH CONFERENCE  
6TH – 7TH JULY 2009**

**&**

**THIRD EVENT EDUCATION AND RESEARCH NETWORK AUSTRALASIA SYMPOSIUM  
8TH JULY 2009**

### **CONFERENCE THEME**

Meeting the Challenge of Sustainable Development: How do public and corporate events engage with the global agenda?

### **VENUE:**

Holiday Inn, Surfers Paradise, Australia

### **PRESENTED BY:**

Australian Centre for Event Management, University of Technology, Sydney

### **ENDORSED BY:**

The International Special Events Society (ISES) – Australasian Affiliate



# **SUSTAINABLE DEVELOPMENT AND EVENTS PROCEEDINGS OF ACEM 5TH INTERNATIONAL EVENT MANAGEMENT SUMMIT**

**6 - 8 July 2009  
Gold Coast, Australia**

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The organisers reserve the right to amend the programme as required in the light of changed circumstances. The material contained in this publication was accurate to the knowledge of the organisers at the time of publication.



# EDITORS' PREFACE

The theme chosen for the Conference is Meeting the Challenge of Sustainable Development: How do public and corporate events engage with the global agenda? This theme was selected in recognition of the greatly expanded focus on the linkage between events and the broad area of sustainable development in recent years. Events also have the potential to act as agents for creating environmental awareness and knowledge, as well as attitude and behaviour change. This is reflected in the myriad of environment based festivals and other events that now take place within Australia and internationally.

The Conference format will involve keynote presentations by local and international presenters based around this theme, as well as workshops, seminars and case studies. It will also include a number of more general topics associated with event management.

The Conference provides an excellent opportunity to discuss and exchange ideas with leaders in the Australian and international event industry, and with established researchers in the field.

Following on from the Conference, a one-day Symposium will be conducted exploring issues associated with education and training in the events field. The Symposium will feature international and local perspectives, as well as the latest developments in event related teaching and learning resources.

These Proceedings contain refereed papers that have been subjected to a double blind refereeing process conducted by academic peers with specific expertise in the key themes and research orientation of the papers. They also contain working papers that have been reviewed by the conference committee.

Australian spelling has been applied throughout the editing process, and grammar and expression have been standardised whilst making every effort to respect the content and integrity of the papers.

The Conference committee hopes that these Proceedings will serve to strengthen the foundations of the rapidly emerging field of event studies, and takes great pleasure in recommending the Proceedings of the Conference and Symposium to you.

John Allen AM  
Foundation Director  
Australian Centre for Event Management  
University of Technology, Sydney



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